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THE CITY OF BALTIMORE COMPREHENSIVE MASTER PLAN
A Business Plan for a World Class City 2007-2012

Baltimore City Planning Commission
PRELIMINARY (DRAFT) PLAN
February 2, 2006



Dear Baltimore,

We stand mid-way within an historic process. **LIVE • EARN • PLAY • LEARN:**
A Business Plan for a World Class City is on a course to become Baltimore's first new Comprehensive Master Plan in over thirty years. But to ensure this draft is a true representation of what Baltimoreans want their city to be, we will need your help.

This is a plan for Baltimore's future. Read it from cover to cover. There are over 100 specific strategies, but only you can tell us if that is enough. Your input is vital to the success of this document. Please provide comments, constructive criticism, and corrections. Let us know what you think. Use every opportunity to ensure its goals, strategies and objectives line up with the way you envision Baltimore living, earning, playing and learning over the next six years.

Thank you for your support. We look forward to working with you to set the course for our collective future.

Sincerely,

A stylized, handwritten signature in black ink, appearing to read "Keith Hall".

Mayor
City of Baltimore

A handwritten signature in black ink, appearing to read "Peter Sculimor".

President
Baltimore Planning Commission



Dear Baltimore,

As you read this Comprehensive Master Plan you may ask why this document was written as if it were a business plan. I want to answer that question for you. At the end of the day Baltimore City is a corporation. It is a public corporation. It is a non-profit corporation, and you are both a customer and an investor.

Businesses have long known that planning serves two purposes: it helps the business know who its customers are, what they want, how much they are willing to pay for it, and how to meet that need sooner than or better than competitors. The second purpose is to attract investors. Investors can help supply the cash, and sometimes the knowledge, that allow a business to grow, thrive, and remain competitive.

Today, Baltimore recognizes fully that as a business it must first retain existing customer-investors, and, secondly, attract new customer-investors if it wishes to survive, grow, and thrive. And who are the City's customer-investors? Its citizens, its residents, its employers, and its tourists and visitors. In a word, it's you and people like you, lots of them, making individual and sometimes collective decisions about where to live, where to take a job, where to get an education, where to start a business, where to go for a week-end break, a night on the town, a musical performance, a play, or a business convention.

Baltimore is rolling out a bold new approach to its urban planning: a business plan. Business plans turn harsh realities into explicit challenges and transform previously overlooked opportunities into obtainable goals to be achieved in a finite period of time. Business plans also make the corporation analyze its strengths and commit specific resources, in time and money, to make those strengths pay off competitively.

LIVE • EARN • PLAY • LEARN: A Business Plan for a World Class City will guide Baltimore in the right direction. This new plan is a product of, and for, the people who ultimately make up the corporation known as the City of Baltimore. It is your expression of how, individually and collectively, you will thrive in the global economy in which we all now share and compete. It is your statement to the region, country, and the world of what Baltimore offers now and what it intends to offer in the future. It asserts that Baltimore is a competitive city with a healthy income now and the potential (and plan) to be greater yet. Baltimore will be greater for its customer-investors as wage earners, and greater for its public treasury in terms of increased revenues. It will be a City, which is committed to reinvesting its increased earnings on public services that will enhance our greatest asset. That asset is you!

Sincerely,


Director



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